



TABLE OF CONTENTS

Technical Discussion	1
Introduction	1
1.0 Staffing and Management Approach	3
1.1 Appropriateness and projected degree of success of the personnel management programs to assure a highly skilled workforce and retention of existing staff	4
1.2 Anticipated effectiveness of the offeror's management approach	6
1.3 Potential degree of success of the Phase-in Plan	10
2.0 Technical Approach.....	11
2.1 Office of the Manager	12
2.2 Office of Management and Administration	13
2.3 Office of Project Management	16
2.4 Office of Acquisition and Financial Assistance	17
2.5 Office of Laboratory Operations	18
2.6 Cross-Divisional Support	19
3.0 Past Performance	19
3.1 Quality and timeliness of service	20
3.2 Compliance with contract requirements	20
3.3 Demonstrated ability to provide effective management, flexibility, responsiveness to inquiries, problem resolution, and customer satisfaction	20
3.4 Business-like concern for the interest of the customer including success in identifying and implementing process improvements and control of costs	20
3.5 Demonstrated ability to recruit and retain qualified staff	20
Summary of Deviations	20

LIST OF TABLES AND FIGURES

Figure 1-1 Organization Chart.....	6
Figure 1-2 Navarro Team Responsibilities and Authority.....	8
Figure 3-1 Experience Matrix.....	19
Figure 3-2 Dun & Bradstreet Performance Evaluation Summary	19



TECHNICAL DISCUSSION

INTRODUCTION

Navarro is a Small Business Administration 8(a)-certified, woman-owned, small disadvantaged business that specializes in providing technical and administrative services to the Department of Energy (DOE). We bring the strength of a stable workforce [REDACTED] turnover), and financial stability, with revenue of nearly [REDACTED] in 2004. We have been recognized by *Inc* magazine as one of the fastest growing companies in the nation three years in a row and were recently ranked as the 9th fastest growing Hispanic-owned business in the country by *Hispanic Business Magazine*.

Dr. Susana Navarro-Valenti is the founder and President of Navarro. She holds a Ph.D. in engineering from Rensselaer Polytechnic Institute, is a former employee of Oak Ridge National Laboratory, and has more than 10 years of professional management experience. Navarro is headquartered in Oak Ridge, TN, with offices in the following locations: Denver, Colorado; Richland, Washington; Paducah, Kentucky; Portsmouth, Ohio; Lexington, KY; Las Vegas, Nevada; Oakland, California; Los Alamos, New Mexico; and Amarillo, Texas.

While we also have contracts in environmental restoration and nuclear safety, the majority of our work is in contracts similar to that being offered by the Golden Field Office (GO). We currently hold [REDACTED] technical and administrative support services contracts [REDACTED] DOE and NNSA offices. We, therefore, are specialists in supplying the kind of high quality technical services being requested by GO.

Overall, we are bringing to GO the following advantages:

- **Full Range of Capability:** We are a technical and administrative support services leader with demonstrated experience [REDACTED] support services contracts to DOE serving [REDACTED] DOE or NNSA offices. These contracts include every element of the broad range of capabilities requested by GO. We, therefore, have proven processes and experience in each of these elements and are successfully performing them elsewhere in the country.
- **Simplified Corporate Organization:** We are pursuing this contract alone—with no joint venture, no teaming partners, and no subcontractors. This is the simplest corporate organizational structure possible and one that offers the incumbent

personnel one single employer and one benefit package and prevents communication and accountability issues of teaming arrangements.

- **Exceptional Recruiting Capability:** We have an extraordinary ability to identify and recruit technical and administrative personnel with required qualifications in a short time frame with excellent results [REDACTED]

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They have been extremely responsive and successful in providing professional personnel for our current contracts in less than [REDACTED] Many of these requirements have been for personnel with very specialized qualifications in areas that are similar to GO's scope of work.

- **Competitive Compensation and Benefits:** Our highly competitive [REDACTED] allows us to ensure employee satisfaction and minimize employee turnover. Navarro realizes turnover is costly to our clients: our compensation strategy allows us to attract and maintain high-quality personnel.
- **Commitment and proven record of hiring incumbents:** We are committed to hiring incumbent employees currently performing this scope of work. We recognize the value incumbent employees bring to a program and for each of our other [REDACTED] administrative and technical support contracts we have hired over [REDACTED] the incumbent staff. We have already met with many of the incumbents working for GO and are ready to hire them upon award, and offer them compensation and benefit packages that will alleviate personal concerns and allow them to focus on GO's needs.
- **Successful phase-in record:** We are highly skilled at executing transition and phase-in plans. We have successfully transitioned more than [REDACTED] similar DOE contracts in the past three years. GO can be assured that the phase-in will be systematic and will not disrupt its work.
- **Extensive experience in Performance-Based contracts:** Navarro has successful and extensive experience in performance-based incentive fee contracts. We are so confident on our ability to provide high-quality services that we prefer this type of contract.



1.0 STAFFING AND MANAGEMENT APPROACH

Because we manage similar contracts, we understand how to develop personnel management programs tailored to the needs of both our clients and employees. We have done this at

We have an excellent track record transitioning incumbent workforces and when necessary or advantageous, recruiting new staff. We have developed highly competitive compensation packages for our employees. Providing excellent benefits has contributed to our high employee retention rate and our ability to maintain a highly skilled workforce. We've found that when we keep our employees happy, they keep our clients happy.

Our decision to not have subcontractors or partners in this contract was based on the fact that we have very broad capabilities arising from our successful performance in similar contracts for DOE. This simple structure also provides the incumbent employees with one employer and one set of excellent benefits for everyone. We have found that no matter how you compare the benefit packages, different benefit packages among incumbent employees cause conflicts and distractions. This simple structure also eliminates the coordination and communication problems that occur when businesses try to work together. Even on the best of teams, these problems take time, cost money, and reduce the focus on client needs. We would rather focus on GO's needs.

Dr. Susana Navarro-Valenti, President of Navarro Research and Engineering, is fully committed to this contract and is the officer-in-charge for this effort. She will be available to GO at any time to resolve conflicts or address issues that arise. She will also be available to our PM and Task Leaders to ensure all Navarro resources are available to support GO.

1.1 Appropriateness and projected degree of success of the personnel management programs to assure a highly skilled workforce and retention of existing staff

Through years of experience providing technical and administrative support services to DOE offices across the country, we have developed the personnel management systems and programs that have produced, and will produce on this contract, a highly skilled and motivated workforce, and extraordinary retention of staff.

1.1.1 Compensation package and competitiveness within the local commercial marketplace

Navarro is very familiar with the local marketplace, having provided technical and administrative support to the

in the Denver area since 2000. We will provide our employees under this contract with an within the local commercial marketplace that will also be

REDACTED EXEMPTION 4

Because we all employees will have and the same. This eliminates the conflict that occurs when individuals have different benefits.

REDACTED EXEMPTION 4

This approach ensures our ability to attract and retain the best talent available to provide this support. Navarro believes that our employees are our greatest asset, and we put our beliefs into practice by treating all employees with respect, in a fair and consistent manner, and by providing superior pay and benefits compared to our competitors. Our growth rate and level of employee satisfaction are proof that our human resources policies are effective. Navarro will provide incumbent personnel with superior pay. We have included an average increase in pay in our pricing to be provided to each employee in each labor category upon initial hire. This approach ensures our ability to recruit and retain high quality, experienced, local resources to support Golden's GO's support services needs.

Pay and Benefits Plan We believe that our approach to compensation and benefits for our employees is unsurpassed by our competitors and ensures our ability to recruit and retain high quality, experienced, local resources to support GO's technical and administrative needs. Key areas of our benefits (including

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November 9, 2004

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1.1.2 Ability to retain incumbent contract staff and recruit new staff when necessary

We believe that incumbent staffs offer great value because of their familiarity with client needs and extensive experience satisfying those needs. We, therefore, work very hard to retain them. Navarro has documented success transitioning incumbent employees for technical and administrative support services to DOE. We have transitioned [] contracts for different DOE offices and we have retained these personnel. For instance, we transitioned the incumbent employees at []

REDACTED
EXEMPTION 4

[] as well as several other technical and administrative support contracts. Navarro transitioned over [] of incumbent employees on the []

Further evidence is provided by what our contracting officer [] has stated:

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EXEMPTION 4

To the extent additional staff may be required, we will implement our proven recruitment processes to quickly provide highly qualified personnel. We have [] documented success recruiting new and additional staff. In most cases, we have filled our clients' needs in less than []

Navarro recruited an environmental expert for a site survey in Georgia and had that employee report in less than 24 hours from the request. We have also recruited several Radiological Control Technicians and provided their qualification criteria to our client, Bechtel Nevada, in less than 24 hours from the request. These are just two examples of the success of Navarro's proven recruiting process.

As evidence of our proactive and efficient approach, we have already identified the additional project monitors required to fulfill the requirements of the RFP. We have used our extensive recruiting system to identify seven

additional project monitors to bring to the project if we are awarded this contract. Our ability to accomplish this in parallel with the proposal effort demonstrates to DOE the efficacy of our recruiting systems.

In addition to recruiting, Navarro will utilize staff and associates from our Denver office, as well as our other offices. For any short notice deliverables or short-term needs, Navarro has extensive corporate resources (both locally and across the nation) available to apply to the effort to ensure each effort is completed on time and within budget.

1.1.3 Key Personnel Resumes

To ensure there is room on the contract for all incumbent personnel DOE wishes to retain, we are proposing only one key person, Mr. Scott Rogers. Mr. Rogers has led Navarro's efforts at the DOE Rocky Flats Field Office since 2001 and has a proven track record of on-time, on-budget performance. He exhibits strong leadership and managerial skills, a diverse technical background, excellent interpersonal and presentation skills, and the ability to adjust to changes in requirements, priorities and schedule. Mr. Rogers will draw on more than 15 years of experience in managing multi-task, multi-discipline contract engagements, including Federal services contracts supporting multiple geographical locations.

Mr. Rogers has staffed and managed similarly complex projects, including our technical support services contract with DOE Richland and DOE Rocky Flats. These contracts, like many of the projects he has managed, are also Task Order contracts.

Mr. Rogers will work as a Project Manager for GO full time. We are demonstrating our commitment to this project by proposing one of our strongest corporate Directors as the project manager. Still, should GO management determine it is in their best interest, we are also committed to substituting incumbent Program Manager [] Mr. Rogers place. Mr. Rogers' resume, not included in the page count, is included after our Technical Discussion.

1.1.4 Evaluation scenario Part I

"The Department of Energy (DOE) has just received notification that they are about to receive a new program requirement from the HQ Biomass Program Director that will require additional personnel be brought in immediately. The types of personnel required will include a variety of skills that encompass several different areas of the statement of work (i.e. technical, environmental, administrative, etc.) Please explain the process you would use in meeting this critical need."

We recognize that the programs run by the Department's Office of Energy Efficiency and Renewable Energy (EE/RE) are substantially different from those of other DOE offices. EE/RE is a national



November 9, 2004

program that works to transfer energy efficiency and renewable energy technologies out of the national laboratories and private sector and into the worldwide marketplace. Because this is such a broad mission, the staff needs to have a broad range of capabilities and expertise. We understand that the current contractor's main role supporting the DOE technical project managers is to provide project monitors/engineers. We have already demonstrated our ability to quickly respond to new requirements by identifying additional project monitors in less than [] and having done so before being awarded this contract. We will be able to apply the same systems to provide additional monitors for a new Program to DOE in a very efficient manner.

Navarro's technical support services to other DOE offices span all technical levels, from technical support following direction to providing senior level technical experts to provide advice to DOE. We also provide services that cover a broad range of technical areas, including environmental, safety, engineering, technology development, etc. We will be able to draw from our large pool of qualified personnel to support this project or to draw from our extensive database of more than [] technical personnel. This database includes areas related to EE/RE, including Biomass.

In addition to the main support currently being provided, the Biomass Program might need additional expertise in specialized types of farming, the energy and economic factors of certain parts of the nation or the world, environmental impacts of various types of generation facilities, technology development experts, and life-cycle management. We are able to bring additional expert level personnel as required by DOE. Already, Navarro has a large cadre of senior staff with many of these skills. Thus, in addition to the current technical support being supplied, Navarro can be an asset to GO by bringing experts for short-term support or senior technical staff as required by DOE.

Our process for identifying and hiring additional personnel is as follows:

Understanding the requirements -

**REDACTED
EXEMPTION 4**

Identifying resources —

**REDACTED
EXEMPTION 4**

**REDACTED
EXEMPTION 4**

Communicating —

Prioritizing —

Organizing —

**REDACTED
EXEMPTION 4**

Follow-up —

Navarro is experienced at providing rapid response. We successfully utilize the above principles to accommodate rapid response requests and have received compliments from many of our clients on how well we respond to emergency tasking.

1.2 Anticipated effectiveness of the offeror's management approach

Our management approach, further detailed in this section, has proven to be highly effective on our support services contracts, similar in scope, size and complexity. []

[] Our approach begins with the right leadership and a thorough understanding of the scope of work, and is backed by a strong corporate infrastructure.

1.2.1 Management approach

Based on this scope of work, we understand that this wide variety of technical and administrative support requires a flexible, efficient technical project organization and effective project management

**REDACTED
EXEMPTION 4**



processes in order to be successful. Navarro's organization and project management processes are well suited for this type of work. Support under this contract includes five different offices of GO and covers a wide variety of administrative, professional and technical services.

**REDACTED
EXEMPTION 4**

Our organizational chart was developed to ensure that we fully integrate this wide variety of services to five GO offices.

**REDACTED
EXEMPTION 4**

Each of our employees in this contract will interact directly with their corresponding GO manager. We understand that most of our personnel will support individual GO personnel as required. The most efficient manner of providing this service is for the individuals to directly interact with their corresponding GO clients. Navarro has chosen Mr. Scott Rogers, an experienced and highly respected manager, to head this project. As his resume demonstrates, he thoroughly understands the technical and administrative work being accomplished. He has managed contracts with essentially the same scope at Rocky Flats and Hanford. With his strong management and technical background, Mr. Rogers has

all the skills and expertise necessary to lead this project. Should GO determine it's in their best interest,

**REDACTED
EXEMPTION 6**

Navarro is one of the largest small businesses in the DOE community, and as such has developed the infrastructure required to manage the scope, schedule and budget of a project of this complexity. Weekly, Mr. Rogers will discuss progress of the work with Navarro functional leads, employees and clients, and he will proactively address any issues that may affect our performance. He will draw on management reports from our accounting group to ensure Navarro stays on budget, and he will draw support from Navarro's contracts manager to ensure all contractual requirements are met, including limitation of cost notices, limitation of funds notices, other contractual reporting requirements, and all other terms and conditions.

**REDACTED
EXEMPTION 4**

1.2.2 Ability to integrate and provide the various functions required by the contract

Our proposed organization is configured to accomplish the SOW requirements efficiently and provides the following assets:

- An initial organizational structure based on functional support provided. As we later identify efficiencies that can occur by changing the organization, we will adopt them systematically.
- A flat organization with short lines of communication so that no employee is more than two levels away from access to the PM
- Our corporate president as corporate sponsor so she can ensure issues are addressed and we achieve customer satisfaction.
- A strong, experienced project manager, Mr. Rogers, fully devoted and focused on this contract's success.
- Functional leads, each serving in an administrative or technical role but also acting as coordinators for particular functional areas, and enhancing



communication both with the clients and with Mr. Rogers.

- Project monitors and all other staff with direct communication lines to their DOE clients.

Navarro fully understands the scope of the statement of work, and we are proposing an efficient project organization fully capable of implementing that scope. We performed successfully on many technical and administrative support services contracts for our clients over the years, and will leverage that experience to benefit GO.

1.2.3 Ability to resolve issues and assure overall management of the contract

Mr. Rogers has the authority to resolve any issues that may arise.

**REDACTED
EXEMPTION 4**

Our corporate personnel conduct internal audits and assessments of all work sites to ensure that project are being completed successfully. These reviews include following up with customers to ensure that they are receiving the services that they need, as well as assessing compliance and performance principles and techniques necessary to identify program deficiencies, best practices and potential systemic causes and to identify corrective actions. Navarro managers frequently hold all-hands meetings to ensure that

lessons learned are identified and that best practices are shared throughout project teams.

**REDACTED
EXEMPTION 4**

Mr. Rogers will implement our proven personnel management processes to ensure we retain highly qualified staff and they remain motivated. Mr. Rogers will discuss employee performance with their clients in GO, and provide feedback, direction and support to the employees. Performance appraisal is an on-going process that occurs throughout the year. We ensure our employees understand their client's needs and our expectations, and we provide frequent feedback in an open environment that instills mutual trust.

Utilizing the feedback received from the clients, as well as from employees, Mr. Rogers will continually adjust our approach to ensure maximum client satisfaction. Client satisfaction has long been a primary goal of Navarro management, and our very high past performance ratings prove it.

We understand that in some cases, despite every effort to mitigate potential issues, issues do arise that need to be addressed. When they do occur, we intend to resolve them quickly and efficiently to GO's satisfaction. We are pleased to have a strong record of resolving such issues to the satisfaction of our clients.

1.2.4 Key personnel responsibility and authority

**REDACTED
EXEMPTION 4**

Figure 1-2: Navarro Team Responsibilities and Authority

Responsibilities	Authority
REDACTED EXEMPTION 4	REDACTED EXEMPTION 4



Responsibilities	Authority
REDACTED EXEMPTION 4	REDACTED EXEMPTION 4

1.2.5 Process to be followed by key personnel in obtaining decisions beyond their authority

REDACTED
EXEMPTION 4

REDACTED
EXEMPTION 4

In addition to these formal interfaces, informal interfaces among functional groups will occur regularly as individual performers and team members communicate with one another.

1.2.6 Corporate Resources

Mr. Rogers will report directly to

Exemption 6

On day-to-day operational and administrative matters, he has ready access to our Corporate Sponsor. This reporting path to the [Ex- 6] gives the PM greater autonomy and direct access to corporate support. [Ex. 6] commits the full extent of our resources to support this contract. Navarro Corporate staff will provide the project manager the level of personnel, logistical, finance and technical support to meet the requirements of normal, emergency, or surge demands.

REDACTED
EXEMPTION 4

Mr. Rogers draws on these resources to ensure all client requirements are met.

1.2.7 Lines of Communication between organizational elements

Mr. Rogers will be knowledgeable of the activities of the various staff and will coordinate their activities. He

1.2.8 Interface with Government Personnel

Mr. Rogers is the primary point of contact for the Golden Field Office. Mr. Rogers will interact with the COR as well as GO program managers. He is the primary point of contact for implementing task orders, and managing the personnel and the work. Given the broad scope and the nature of the support provided in this contract, frequent communications will take place between Navarro employees and their corresponding GO clients. This direct communication is necessary for our direct support to DOE staff and it is expected of our employees.

1.2.9 Use of Subcontractors

Navarro is not proposing the use of subcontractors in this effort.

1.2.10 Evaluation scenario Part II

"Some of the personnel are not meeting the performance expectations required by the statement of work. What are the processes you have in place to address these situations, and how will you implement them."

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EXEMPTION 4

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November 9, 2004

REDACTED
EXEMPTION 4

transitioned [] DOE support contracts varying in size from [] incumbents to [] incumbents and with varying requirements for additional personnel. As in previous phase-in plans, our approach to staffing this project is based on []

REDACTED
EXEMPTION 4

An example of our successful transition experience includes the transition of [] incumbent personnel in []

for []
contract to []

REDACTED
EXEMPTION 4

Transition was required to be [] completed in [] and we were [] ahead of schedule with [] retention of incumbent personnel.

Another example is the transition of [] incumbent personnel in our []

We completed this transition in [] with [] incumbent retention. We will bring this same capability and commitment to the GO contract transition. Navarro's goal is that our transition activities will result in the exchange of management control and physical facilities that will be transparent to GO's daily operations.

1.3.1 Proposed phase-in plan

REDACTED
EXEMPTION 4

REDACTED
EXEMPTION 4

1.3 Potential degree of success of the Phase-in Plan

Navarro has an impeccable reputation for contract transitions that are seamless, risk sensitive and professional in every respect. We bring to GO a flexible phase-in plan that has had demonstrated successes with several Government agencies and most recently [] Our transition plan objectives are: []

REDACTED
EXEMPTION 4

We have extensive transition experience, high recruiting and retention ratios, and a proven track record of successful phase-in plans. We have

Navarro Research and Engineering, Inc.



November 9, 2004

REDACTED
EXEMPTION 4**1.3.2 Ability to become fully operational and assume complete responsibility of the contract**

Our comprehensive transition plan allows us to transition personnel, equipment and processes and procedures to ensure that we are fully operational when transition is completed.

In the turnover of functions and equipment, our project manager will begin work upon award notification. At that time, Mr. Rogers will request access through the COR to all facilities, documents, equipment and information that the incumbent possesses. We will inventory equipment, if any, software and other deliverables under the control of the outgoing contractor for which Navarro will assume responsibility. In coordination with the GO COR, the Navarro PM, and the outgoing PM, a date will be determined for the Navarro PM to assume operational responsibility. A formal turnover letter will be prepared to attest that all information and equipment has been identified, accounted for or turned over. Both the Navarro PM and the outgoing PM will sign the letter. Access by any other departing employees of the outgoing contractor to computer systems, software, documentation, controlled access facilities, safes, and files will be terminated at this time.

1.3.3 Ability to assure an orderly and efficient transition

Based on our previous successful transition experience for similar contracts, we know the steps involved and how to implement them with minimum disruption. We also know that uncertainty among incumbents can create inefficiencies in the work place. That is why our process includes [REDACTED EXEMPTION 4]

[REDACTED EXEMPTION 4] These activities quickly establish communication with the staff and provide a mechanism to eliminate uncertainty.

2.0 TECHNICAL APPROACHREDACTED
EXEMPTION 4

We truly value the experience of the incumbent staff and recognize the benefits of that experience in continued service to GO. For this reason, our approach to the scope of work is to first leverage that staff. [REDACTED EXEMPTION 4]

[REDACTED EXEMPTION 4], but the majority of the current staff will be hired and be expected to continue their strong performances. Navarro will continuously train them, offer management support and oversight, keep them focused on GO's mission by quickly addressing any disruptive issues, and integrate the staff into our network of similar staff elsewhere where they can find a like-minded support system.



As the work progresses, we intend to bring GO the benefits of the lessons we've learned in our other Administrative and Technical Support contracts. These benefits will be in form of policies, systems, and controls or they may be as subtle as the development of personality traits that will improve GO's satisfaction. We believe both the incumbent staff and any new hires will embrace these improvements. We also believe that the incumbent staff has similar recommendations that will enhance our performance elsewhere.

Risk minimization and continuous and systematic improvement in performance of already strong staff is our ultimate goal.

The RFP's scope of work describes a very broad collection of services in a complex environment. This section presents our understanding and proposed approach to those activities.

2.1 Office of the Manager

The Office of the Manager requires a contractor that provides professional, accurate, efficient, and especially confidential support to its public affairs and legal staff. We will provide these services.

Public Affairs Support -- We currently support DOE public affairs offices at

Our experience has shown the value of having strong relationships with stakeholders and government agencies. Successful public affairs support also demands the ability to translate complex information in a professional and timely manner.

Other special complexities and challenges of this service to GO include:

- Providing timely and accurate information about a wide range of potential energy efficiency and renewable energy technologies
- Taking into consideration political, stakeholder and regulatory sensitivities, in a wide and varied range of locations
- Working with public affairs specialists that may be part of a NEPA contractor team, a national laboratory, or an involved corporation
- And, ensuring that at the end of the day, GO and its missions are portrayed in a positive light

Confronting these challenges demands sensitivity, flexibility, and constant communication with DOE officials. A strong, honest approach with all involved is the ultimate goal. The incumbent staff will bring an understanding of many of the stakeholders and their sensitivities and of many of the technologies and their issues. We will supplement these strengths with processes we use elsewhere to ensure clean, clear, timely support.

For instance, when we prepare press releases for DOE elsewhere, we follow the following process:

REDACTED
EXEMPTION 4

We use similar processes when providing media support to events, meetings, exhibits, displays, web pages, etc. Most importantly, we always flexibly and closely communicate with DOE to ensure that the content and timing are exactly what DOE wants. We will expect nothing less from our staff supporting GO.

Paralegal Support -- Confidentiality is essential when supplying paralegal support. We currently supply this support to the

Those supplying paralegal support to DOE must provide thorough and accurate research, organized in an efficient and effective manner, and delivered in clear, concise and professional presentations. They must grow to understand the needs of the Office of Chief Counsel and be able to work quickly and efficiently to satisfy those needs, often with little direction.

Information gathering:

REDACTED
EXEMPTION 4

Summarizing:

Organizing:

REDACTED
EXEMPTION 4

Presenting:

REDACTED
EXEMPTION 4

REDACTED
EXEMPTION 4

**REDACTED
EXEMPTION 4**

2.2 Office of Management and Administration

The following section provides our proposed methods to support the Office of Management and Administration.

2.2.1 Computer Operations

We provide IT support at **Ex. 4** With literally hundreds of man-years of information technology and management experience, we bring (1) expertise to supplement and support the incumbents providing these services currently and (2) controls, systems, and processes that have proven successful at these other sites.

Network Server Administration Support -- Our current personnel are fully trained on the use of the major software and applications used by GO. These include Microsoft's integrated framework of network services such as Windows 2003 server, MS Exchange, IIS, systems management software, such as Microsoft Systems Management Server, and network directory services such as, Microsoft Active Directory platform. These staff members are ready to assist GO's current support staff, when issues arise that look unfamiliar. We also understand that GO uses SHIVA Remote Access Servers for dialup access. We believe this can be cost-effectively improved upon by implementing a Virtual Private Network (VPN) system. We can support DOE on the definition of the VPN specifications and recommend a configuration that uses the current Cisco networking devices. The result would be a cost effective upgrade while ensuring performance, security, reliability, and availability.

At DOE's request, we can have our current IT staff work with the incumbents to present a performance, cost, security, reliability and availability comparison of several VPN options and implement any option selected.

Our GO support staff will ensure correct operation of the current firewall, virus protection, e-mail filtering, and intrusion detection systems. Additionally, if DOE is interested, we will perform a security audit and analysis to identify potential vulnerabilities and recommend corrective actions.

Our staff also will be fully trained on operation of the Microsoft SQL Server for the development of web applications and other enterprise software and understand the correct operation of the Amber Cat Helpdesk Software and the Symantec Ghost software imaging services. Our GO support staff also will support the diverse proprietary DOE finance, project, and procurement reporting and data collection systems.

Help Desk Support -- End user support is often the first contact DOE staff has with our IT support staff.

For us, it is very important that this first impression be a good one.

Because of our work for DOE elsewhere, Navarro management understands the significance of recording support calls, careful analysis of those calls, and using metrics to measure and improve the delivery of our support. If necessary, we will provide training to the incumbent staff to improve their productivity and effectiveness using such metrics.

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Our support personnel (incumbents and any new hires) will have a profound mastery of desktop applications such as the Microsoft Office suite (MS Word, Excel and PowerPoint) as well as server-side integration techniques with enterprise systems such as Microsoft Exchange 2003. In addition, they will have in-depth understanding of TCP/IP internetworking and its constituent and client protocols (Windows SMB file services, DNS, HTTP, etc.) as well as Cisco switches, routers and firewalls and firewall rules and policies. And they will have the full support of our corporate IT staff and our IT staffs at those sites where we currently have similar contracts.

Our GO staff will be able to do all of the following, as well:

- Set up client workstations with LAN printers
- Troubleshoot basic drive mapping failures and troubleshoot and support clients on accessing web sites and install and troubleshoot video conferencing systems
- Check in/out laptops, cell phones, digital cameras and other equipment as requested

HelpDesk/LAN Administration Support -- Our service in this area will include (1) deployment of new workstations and laptops for new users, (2) large scale life cycle management, (3) security policy implementation, (4) roll out of new desktops, and (5) the management, audit, and deployment of desktop software images and discrete, role and user-specific software packages. It is important that these activities be done simply and systematically, with no losses of data and with the full involvement of end users of the equipment.

In this age of cyber-attacks and uncertainty, it is crucial to have a strong plan for recovery in case of an emergency. Our staff in GO will provide primary Help Desk support for disaster recovery operations for the GO off-site disaster recovery network. We will ensure no loss of essential data.



Our support will include a DOE-approved disaster recovery plan that features off-site backup media archival services, restoration of vital data in the event of a disaster, and the management of periodic backup and restoration operations.

Our staff also will use Microsoft's SMS platform to implement SQL queries that provide staff and management with data regarding: (1) currently installed software licenses and versions, (2) mass storage utilization in support of software upgrade planning, (3) possible violations of system use and software license policies, (4) configuration management, and (5) cyber security reporting in accord with DOE guidelines. They will also use the SMS platform to deploy software upgrades and patches, will implement hardware and software upgrade strategies, and design, build, test and deploy service packs and upgrades using the disk imaging server platform, in compliance with DOE established security policies.

Web Design and Development Support -- Navarro has provided web design and development support to [redacted] and numerous other DOE sites and we have learned that a key to the development of effective enterprise applications is the ability to deliver high performance web applications in a secure manner. As such, Navarro has developed expertise in ASP, ASP.NET, and dynamic HTML scripting languages.

REDACTED
EXEMPTION 4

[redacted] Should the incumbent staff need additional expertise in this area, we will provide it from our current IT support.

Our experience has shown that another important element to well designed web and enterprise applications is usability.

We employ our expertise in the full life cycle of web application management from data model, to application control and workflow modeling, to the development of pleasing and useful view layouts. Our techniques are designed to develop effective applications with maximal user buy-in. To this end, and to ensure that applications are developed in a relatively short amount of time,

REDACTED
EXEMPTION 4

[redacted] These tools and techniques will also be available to our GO staff.

2.2.2 Records Management Support

[redacted] Navarro operates records management systems for the [redacted] and several other DOE sites. In every case we are compliant with National Archives and Records Administration

(NARA) requirements and site-specific policies. This will also be the case at GO.

Our staff will organize and maintain GO records in compliance with NARA requirements and in accordance with GO retention and destruction procedures and guidelines, and they will train and support GO employees on the requirements and procedures of records management to ensure that they comply with the regulations.

They also will do the following:

- Inventory and maintain files, controlled manuals, maintaining and updating GO file numbers and file listings
- Ensure accuracy, availability, legibility and accessibility of the records by performing a thorough review of the documents before filing them and by filing them in the appropriate location.
- Ensure that GO employees have full and easy access to all DOE Directives, maintain the Directives, assist in the review of draft Directives and ensure that the information on the new Directive is disseminated to the appropriate GO personnel.

Mr. Rogers will assist with this function by ensuring that "best practices" employed at the other sites where we hold similar contracts migrate for consideration by staff at GO, and vice versa. He also will assist with establishing a relationship between the functional lead in records management at GO and those at the other sites, with the full expectation that synergy result in continuous improvement of the projects.

2.2.3 Front Desk Receptionist Support

A receptionist, as the initial point of contact, provides an important first impression. As such, the receptionist must be pleasant, responsive, and professional at all times. Navarro provides these services for many other DOE offices, including the [redacted] current administrative and technical support contracts we hold with DOE. We have found that the biggest risk in providing these services is availability.

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EXEMPTION 4

[redacted] Since administrative services are provided across different offices, we have integrated the description of these services in section 2.6. [redacted]



November 9, 2004

**REDACTED
EXEMPTION 4****2.2.4 Mail, Facsimile and Filing Support**

While this task would seem a simple matter, lost mail or facsimiles, insensitivity to sensitive material, and misplaced files are all risks that could substantially damage the missions of GO.

Our staff will ensure that all documents arrive at their intended destinations in an efficient manner. They inspect mail and overnight packages for any damage. They then open, stamp, and log mail into a database. They notify the delivery recipients and ensure that all correspondence is delivered within hours of receipt. Facsimiles are treated in a similar manner. However, recipients are called right after a facsimile is received. Our staff is trained to recognize that DOE materials can be of a sensitive nature. Some, especially that concerning intellectual property, may be highly business sensitive. Other material, such as contracts, financial assistance agreements, and procurement documents also demand confidentiality. We, therefore, have clear procedures on how to handle these types of documents, and our employees are trained on these procedures.

Another crucial component of an efficient office operation is ensuring that all office and overnight mail supplies are always available when needed. Our staff will closely monitor GO's supplies to ensure the availability and coordinate with GO purchasing agent to order new supplies.

They also will prepare overnight mail labels correctly and enter each tracking number in a database, hand carry packages to the nearest collection point well in advance of the final pick-up time, ensure, by using the tracking number, that the package has been delivered, and notify the sender once delivery occurs. They also will operate the copiers and fax machines, always ensuring that they are operating properly, and provide support to other functions such as the Records Management area by filing and retrieving records and materials. These tasks will be performed by the same individuals performing the front desk receptionist support when they are not covering the front desk.

2.2.5 Human Resource Support

Navarro currently provides these services to [] We, therefore, have staff that understand the complexities of handling confidential information and information that is subject to the Privacy Act and Freedom of Information Act. These staff will be available to the incumbent staff, should they need guidance or advice. In addition, our corporate human resources staff also will be available. Nearly everything we do when offering human resources support is both critical and sensitive. Mr. Rogers and Dr. Navarro-Valenti, therefore, are

committed to ensuring every Navarro employee offering this support understands the sensitivity and importance of their work.

For this contract, those staff will:

- Support GO in the processing of paperwork related to benefits, within-grade increases, promotions, separations, and other personnel actions
- Maintain and be the point of contact for the Golden and Regional Office Official Personnel Folders (OPFs)
- Provide advisory services on routine HR matters, such as benefits assistance, processing benefits, answering inquiries and doing retirement estimates
- Support staffing and recruitment areas such as compiling certificates of eligibility; making recommendations on routine jobs; composing correspondence to applicants at the conclusion of a selection process
- Support the performance management and awards function by maintaining performance management files
- Support the mid-year reviews and annual performance appraisals by preparing spreadsheets to calculate and track performance and special awards and arrange for plaques or certificates for recognition.

They also will be responsible for supporting GO on the Automated System Operations of the Corporate Human Resource Information System (CHRIS). This support includes: inputting data; gathering and analyzing data; preparing and distributing reports and providing end use support for this system and other HR systems.

**REDACTED
EXEMPTION 4**

Our staff also will support DOE in all staffing and recruitment by providing accurate, clear, and well written vacancy announcements, receiving applications and reviewing the applications for completeness, maintain the staffing files, and respond to applicants inquiries. All of this takes both the right support staff and extensive training. Our employees are trained to understand the appropriate responses to applicants so enough information is given to address their issues, while balancing the confidential nature of the selection process.

2.2.6 Finance Support

Our personnel working at other sites are well versed on the use of Departmental Integrated Standardized Core Accounting System (DISCAS). DISCAS is an online, fully-interactive, Agency-level accounting system,

**REDACTED
EXEMPTION 4**



designed for and oriented to accounting personnel. DISCAS provides DOE with a standard automated system that performs the accounting and financial reporting functions at all of the DOE federal offices. DISCAS is consistent with policies and procedures, internal and external (i.e., Office of Management and Budget (OMB), General Accounting Office (GAO), and U.S. Treasury) to DOE.

Our staff on this contract will operate DISCAS and other automated financial systems for GO, and we intend to build a strong relationship between them and our current staff with this expertise to foster best practices and continuous improvement.

Our GO staff will use DISCAS modules (such as input, report generation, retrieval, report distribution) to generate information for GO and to reconcile financial transactions. Other automated Federal financial systems that they will operate include those for labor distribution, project financial tracking, and the Travel Manager system. We will ensure that all of our personnel – whether current incumbents or new staff – are always fully trained in all of these systems. In our support, we will implement financial procedures for Funds Control, Accounting, Budget Formulation and Validation and NREL Liaison. Our personnel will be fully familiar with these procedures and will ensure that they are followed. They will:

- Have full understanding of GO's funding distribution and accounting processes and procedures
- Support processing of funds by ensuring that the proper Headquarters Budget and Review accounts corresponding to the appropriate program office are applied
- Ensure that DOE Orders and Office of Management and Budget (OMB) circulars are properly implemented in all of the processes. Many times OMB circulars provide for guidance on changes in the processes that need to be implemented.
- Thoroughly read and understand any new requirements and support GO in applying those new requirements to current processes. Any changes performed will be done in an organized and efficient manner while fully assessing the implications of the changes in other areas.
- Support GO financial control implementation by documenting financial activities including: financial records, reconciliation of transactions and tracking of funds and costs, as well as formulating and executing the budget by preparing forecasts and projections.
- Provide ADP support to present financial data through spreadsheets, databases or word processing.

2.2.7 Administrative Support

An efficient, well trained and customer-oriented administrative staff is key to the operation of any office. The right people with the right training is essential.

More details on administrative support understanding and approach are given in section 2.6.

2.2.8 NEPA Support

Navarro supports [Ex 6] in EIS preparation and reviews and is currently part of a team for DOE [REDACTED EXEMPTION 6]. One of our vice presidents, [REDACTED EXEMPTION 6], also was a NEPA specialist with [Ex 6] recently and worked with [Ex 6] on many environmental assessments

(EA) and environmental impact statements (EIS) for GO projects. We understand the challenges and complexities of these projects -- that often they are in remote locations and are essential to communities and that they usually involve private sector elements. We also understand that they can start and stop and change as a part of the process.

For this reason, having strong, flexible, knowledgeable support to the GO NEPA Compliance Officer is essential. They will maintain the e-NEPA database system; coordinate, write, and review NEPA documents; coordinate NEPA documentation internally and with stakeholders; support the Pollution Prevention and Waste Management/Minimization program implementation and preparation of documents to supplement status reports and permit reports. Also, should GO decide to use this contract to support EA or EIS preparation, we can supplement these staff with a full range of other experts.

2.3 Office of Project Management

At GO, OPM assists in soliciting for and recommending R&D proposals that would result in accelerating the development and use of renewable energy and energy efficient technologies. It also manages the selected projects. As GO's support contractor, our role will be to provide project monitors to support the solicitation, selection, award and monitoring of these projects. We will hire the incumbent project monitors that GO would wish to retain, and we have already identified six additional project monitors required to meet the RFP requirements. These monitors have the technical background required, such as having a B.S. in Engineering or Science; with excellent communications skills and flexibility to be able to work with different DOE project managers. Our staff is well versed in MS Office Suite and Outlook. They have strong ability to multi-task in a highly schedule-driven environment. And they have the ability to work closely with DOE project managers in a friendly, professional manner, anticipate the needs and desires of those project managers, and maximize their efficiency.

2.3.1 Solicitation Support

Our staff will support DOE in the preparation of the solicitations by drafting evaluation criteria, developing internal evaluation plans, and drafting announcements



November 9, 2004

to be posted in IIPS or other sites. They will begin by thoroughly understanding the objectives of the R&D project and the critical issues to be addressed.

They prepare draft evaluation criteria that take the main objectives into consideration, as well as the financial and schedule constraints. The weight of the different elements in the selection criteria will reflect the priority that each element has to GO.

They will ensure that there is consistency between the Statement of Work, the selection criteria and the instructions to the Offerors. The solicitations will be written in a clear, logical, concise and accurate manner, and our staff will make sure that all of the relevant clauses are included in the solicitation and that the relevant DOE Orders and Federal requirements are referenced. They will assist in the development of solicitation schedules in sufficient detail and accuracy to allow for an efficient selection process.

2.3.2 Merit Review Support

Our GO staff will support all stages of the selection process including:

- Identifying and recommending reviewers
- Drafting solicitation and planning documents
- Arranging and supporting meetings
- Consolidating reviewers' inputs and drafting reports to the DOE selection official.

This staff will have a strong technical background and extensive knowledge in the energy efficiency and renewable energy fields. It therefore will promptly and effectively identify best suited potential reviewers. In addition, our full time corporate recruiter will be available to support the identification of subject matter experts in specific fields required for the merit review. He has access to our extensive technical database of personnel and consultants in biomass, geothermal, fuel cells, industrial technologies, solar, wind and hydropower and weatherization. We will offer the services of our recruiter at no charge to DOE. Our GO staff will also consolidate reviewers' inputs and draft reports to the Selection Official. In these reports, we will accurately reflect the reviewers' inputs and provide the selection official with timely and accurate reports of the merit review.

2.3.3 Project Monitoring and Evaluation Support

Navarro currently supports [] DOE offices in the monitoring and evaluation of technical projects. This experience allows us to bring lessons learned and best practices to this contract. Perhaps the greatest lesson we bring is that flexibility is essential in project monitors. We have found that each project manager has different desires and expectations. Our staff is trained to identify those desires and expectations and work to satisfy them. We also manage our staff, but recognize that communication between a DOE project manager and his or her project monitor should be frequent, if not

continuous. We, therefore, do not intrude into this special relationship, unless the guidance from the DOE project manager would result in a contract change. Our project monitors, whether incumbents or newly recruited, will prepare and maintain well organized and comprehensive project files. These files will include all the necessary technical and financial information, as well as related communications. They will support DOE by preparing written status reports and updates and submitting them to their DOE project manager.

When monitoring or evaluating a project, it is critical to evaluate the performance in three basic areas:

**REDACTED
EXEMPTION 4**

And they can travel as required to visit sites, attend project and peer reviews, or support merit review meetings.

2.3.4 Administrative Support

As stated above, our administrative staff will be well trained, responsive, and flexible. They will cover all of the clerical duties described in Section 2.6. In addition, our administrative staff will support the solicitation process, as well. For the initial stage, we will keep the proposal files in a well organized manner, retrieve the RFP from IIPS, and create a proposal file. Incoming proposals will be logged into an Excel spreadsheet. For the review stage of the solicitation process, Navarro staff will coordinate the review process and input reviewer's comments and scores into a spreadsheet to be used by the Merit Review Committee.

In the final stage, our staff will prepare a draft of the final Merit Review Chairman's Report and prepare draft notification and debriefing documentations. We understand that the support to the solicitation process is highly sensitive and our personnel conduct themselves with the highest ethical standards while handling the solicitation support services.

2.4 Office of Acquisition and Financial Assistance

Navarro has extensive experience providing support to the financial organizations of DOE offices. We are currently supporting []

**REDACTED
EXEMPTION 4**

2.4.1 Procurement Acquisition Support

Our GO staff will support DOE by maintaining time and attendance records for OAFA employees; and

November 9, 2004

performing data entry, information retrieval, and data analysis of management information systems (e.g. Procurement and Assistance Data System (PADS)). PADS is DOE's central repository of contractual information for all unclassified procurement and financial assistance awards.

Our staff will input this information in an accurate and efficient manner and review the data inputted to ensure accuracy. They will retrieve and analyze this information as requested in support of DOE. Additionally, they will support OAFAs by overseeing the deliverables tracking system; and prepare, consolidate, proof read and/or finalize the correspondence and presentations.

2.4.2 Financial Assistance Support

Our staff will support DOE on all the aspects of financial assistance requisitions and administration. They will: assist in the announcement process including preparing, assembling and distributing the announcements; ensure that the announcements contain the information needed for the applicant to fully understand the requirements. The announcements will be written in a complete, concise and clear manner; draft the announcements, grants, cooperative agreements or other procurement vehicles for DOE. After the announcement process has been completed, they will receive the applications, check them for completeness, and track their status. They also will assist DOE in organizing the reporting of all these financial assistance activities, will record, track, expedite and report the status of purchase requisition, acquisition and assistance instruments, and will make sure that the backup documentation is included and that it is complete. Our staff is fully trained in the use of the software to track these financial assistance documents and will respond to data calls from DOE on the status of any financial assistance application.

2.4.3 Cost/Price Analysis Support

Navarro has been a valuable resource for [] and [] the independent review of cost estimates. We can use the same techniques and expertise to provide support to GO. Our business manager, a former Chief Financial Officer for DOE is always available to our staff in Golden.

Our staff in Golden will perform evaluations of contract and financial assistance cost/price proposals for reasonableness and allowability, have a thorough understanding of the Federal Acquisition Regulations (FAR) requirements, and be able to advise DOE on the allowability of the elements on the cost estimates, including the indirect costs proposed.

At DOE request, they will review and reconcile indirect cost proposals to ensure that they are consistent with standard accounting practices and FAR requirements. We understand that sometimes the companies that

obtain these grants are not experienced in government contracting. Thus, we will work with them to help them make their accounting systems and processes consistent with Federal Regulations including FAR requirements, CAS, or any other relevant requirements. We will make sure that their indirect pools are clearly defined and properly used, ensure that the cost allocations are done correctly, and advise them on the DCAA time keeping requirements, []

REDACTED
EXEMPTION 4

2.4.4 Closeout Support

We understand the requirements and process to closeout a financial assistance grant. Our staff in Golden will support DOE in the coordination of all aspects of such closeout. They will do so by first confirming the closeout status of the grants, and then preparing the initial correspondence to DOE Administrator. The correspondence will be clearly written and accurate. They facilitate and coordinate all closeout deliverables, prepare the follow-up correspondence by DOE, the closeout amendments and documents and give them to DOE to review. They prepare complete and accurate final closeout packages and finalize the reporting system data entry requirements. []

REDACTED
EXEMPTION 4

2.5 Office of Laboratory Operations

We support [] in the oversight of [] and [] in the oversight of three prime contractors, including [] We also support [] the oversight of more than [] M&O contractors. In fact, we currently support DOE on the oversight of more than [] M&O contractors. Because of our experience in oversight support of areas such as ESH, operations, construction, facilities management and operations, security, real property management, emergency management, and quality assurance, we have available a cadre of technical experts to support this program and to complement the expertise of the incumbents.

REDACTED
EXEMPTION 4

Typically, at these other sites, we take a proactive approach to oversight support. Our staff provides advice to DOE on the development and maintenance of an effective oversight program. Our role varies from actually drafting the oversight plan, and recommending innovations and areas of improvement to following directions on existing oversight functions.

Our deep knowledge of the DOE Orders, and other federal requirements in the ESH and operations areas, allow us to provide oversight support and advice that



represents real value added to DOE. We can support DOE by performing audits and surveillances of NREL to ensure compliance with local and federal regulations and DOE Orders. We have performed quality, ESH, emergency management, and many other audits. We can support DOE in identifying weaknesses or areas of potential liabilities. We also can support GO management in the preparation, analysis and implementation of documents and programs relating to the oversight of NREL. We are prepared to provide this support on a full-time on or an as-needed basis.

2.6 Cross-Divisional Support

Navarro understands that some administrative, technical and clerical support is assigned to a specific Division. We have described our approach to this support in the preceding discussions. Other administrative, technical and clerical support spans several Divisions. This cross-divisional support includes three types of functions: Clerical support functions; Critical Functions; and Non-Recurring Functions and each is discussed below:

Clerical Functions: Our administrative staff is well trained, responsive, and flexible. They can multi-task and be extraordinarily efficient. They will maintain the time and attendance of DOE personnel; coordinate travel scheduling and processing, including foreign travel; prepare and handle letters/correspondence; maintain the calendar; answer phones and take messages; coordinate conference calls; coordinate training and purchases; obtain supplies; prepare copies; send faxes; attend meetings and take notes; maintain standard procedures; and support the HR organization by inputting training data in CHRIS.

They will be efficient in the coordination of travel and conference calls. We understand that time is money and will ensure that conference calls are scheduled and coordinated correctly and that all the travel issues are taken care of by our personnel to allow DOE staff to focus on the objectives of their trips.

Critical Functions: Critical functions include activities that because of their nature are highly confidential, sensitive, critical for the operation of the office, or time pressing. These functions include: support to Human

Resources, foreign travel, handling mail, FedEx packages, front desk faxing and phone duties. Our staff is fully trained to handle these critical functions with confidentiality, and in a timely and accurate manner. We understand that a disruption or mistake in these services is costly to DOE and will have controls and procedures in place to ensure the quality of the products by a strict review process.

Non-recurring Functions: Includes special studies, efficiency analyses, statistical surveys, testing on updates of Departmental administrative systems; engineering support for conceptual design reports, site development planning, design reviews, cost estimating and inspection; environmental engineering support for EA, EIS, site characterization, samples, waste management, and other environmental documents; technical review of documents for ESH of laboratory program documentation and implementation

3.0 PAST PERFORMANCE

Navarro is a small business leader in technical and administrative services for DOE. We currently have technical and administrative support services contracts for DOE and we support the following offices:

REDACTED
EXEMPTION 4

Because we are the premier provider of these services to DOE, we have a depth and breadth of experience uncommon in a small business. Therefore we are able to provide these services to DOE without the need to team.

Navarro's experience and past performance cover all requirements of this scope of work. Detailed descriptions of these projects and additional projects that are relevant to the statement of work are included in the Reference Information Sheets following this section. Figure 3-1 demonstrates how each of these contracts is relevant by comparing the work we do under these contracts to the elements of GO's statement of work.

Figure 3-1: EXPERIENCE MATRIX

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EXEMPTION 4



Dun and Bradstreet Past Performance Evaluation

A further demonstration of our superior level of performance is a recent past performance evaluation conducted by Dun & Bradstreet (D&B). Nearly all of Navarro's clients rated us a 1, the highest level provided, as show in Figure 3-2, below.

3.1 Quality and timeliness of service. The first technical support services contract we obtained was [REDACTED] We expanded nationwide because of our exceptional performance providing technical services. Our performance evaluation from this technical services contract demonstrates our clients' satisfaction and confidence in Navarro.

The following is a quote from our performance evaluation in this contract: [REDACTED]

Figure 3-2

REDACTED
EXEMPTION 4

3.2 Compliance with contract requirements.

Navarro has demonstrated absolute compliance with all contract requirements in all contracts. We follow our proven process ensuring compliance. [REDACTED]

REDACTED
EXEMPTION 4

[REDACTED] All this is documented and we assess our compliance regularly. This ensures all contractual requirements are met on-time without prompting by our clients.

3.3 Demonstrated ability to provide effective management, flexibility, responsiveness to inquiries, problem resolution, and customer satisfaction: Navarro has earned its reputation across the DOE Complex because of its dedication to customer satisfaction. This dedication is reflected in our

responsiveness, problem resolution, and flexibility. These elements of effective management are the foundation of our corporate culture. As an example, we present a quotation from another recent client review:

REDACTED
EXEMPTION 4

3.4 Business-like concern for the interest of the customer including success in identifying and implementing process improvements and control of costs: We want DOE as a long-term client. We have in the past and will continue to perform in the best interest of our customer. We have been successful in identifying and implementing process improvements for all of our clients. We take great care to perform our work on or ahead of schedule and within budget.

3.5 Demonstrated ability to recruit and retain qualified staff: Our ability to recruit and retain qualified personnel is demonstrated by our excellent track record in our other [REDACTED] support services contracts. This is some of the evidence:

- We have transitioned [REDACTED] incumbent personnel that DOE wishes to retain in [REDACTED] of those contracts and [REDACTED] in another one.
- We respond to requests for new personnel in some contracts within [REDACTED] Some of these requirements are highly specialized.
- We have already identified the additional project monitors required for this contract
- We have low employee turnover [REDACTED]

Navarro has demonstrated extraordinary recruiting capabilities. [REDACTED]

REDACTED
EXEMPTION 4

As a result of ongoing, proactive, rigorous recruiting efforts, we have an active database of more than [REDACTED] qualified candidates that can be accessed as needed to meet our client's needs.

d) Summary of Deviations

Navarro is fully committed to providing Technical and Administrative Support Services to the DOE Golden Field Office. As a sign of our commitment we are submitting this proposal taking no exceptions to, or deviations from, the terms of the request for proposal.

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EXEMPTION 4



RFP No. DE-RP36-04GO94027
November 9, 2004

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EXEMPTION 6**



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EXEMPTION 6**

REFERENCE INFORMATION SHEETS

CONTRACT IDENTIFICATION

1. Contractor Name: Navarro Research and Engineering, Inc.

2. General Contract Information:

Contract Number: DE-AC05-04OR23064

Contract Type: ☐ Negotiated ☐ Sealed Bid ☐ Fixed Price ☐ Cost Reimbursement
☒ Other (specify) Time and Materials; Labor Hour

Period of Performance: 10/1/04 – 9/30/08

Was the contract an on-site support services contract? Yes X No

Name of contracting agency, organization, or customer: DOE Lexington – PPPO

Total contract dollar value: \$4,000,000

3. Description of work:

As the support services contractor (SSC), Navarro performs specialized technical, administrative and environmental services for the DOE Site Offices at Paducah and Portsmouth Gaseous Diffusion Plants. We recently supported the establishment of the new Lexington Site Office. Navarro performs independent analysis, reviews, appraisals and assessments, providing recommendations to DOE on NCS and construction safety issues, re-industrialization efforts, metal recycling programs, Uranium Management Center efforts, and several other areas. Navarro also prepares health and safety plans, provides health and safety program oversight, prepares QAPs and supports QA program development and implementation. Navarro develops and implements databases to track corrective actions and provides programmatic planning services to DOE for management and integration (M&I) environmental restoration (ER) activities.

4. Extent of subcontracting (list names and percentage of work performed by major subcontractors):

REDACTED
EXEMPTION 6

5. Contact Point/References:

Name: _____

Title:

Assistant COR

Address:
5600 Hobbs Road
Paducah, KY 42001

Phone: 7

Fax: (270) 441-6801

E-mail:

Name:

Title:

Administrative Contracting Officer

Address:
U.S. Department of Energy
Oak Ridge Operations Office
P.O. Box 2001
Oak Ridge, TN 37831

Phone:

Fax: (865) 241-2549

E-mail:

REDACTED
EXEMPTION 6



CONTRACT IDENTIFICATION

1. **Contractor Name:** Navarro Research and Engineering, Inc.

2. **General Contract Information:**

Contract Number: DE-AC08-01NV13869

Contract Type: ☐ Negotiated ☐ Sealed Bid ☐ Fixed Price ☒ Cost Reimbursement
☐ Other (specify) _____

Period of Performance: 6/20/01 – 6/19/06

Was the contract an on-site support services contract? Yes ☒ No ☐

Name of contracting agency, organization, or customer: NNSA Service Center – Albuquerque

Total contract dollar value: \$5,000,000

3. **Description of work:**

Navarro provides senior technical services to DOE NNSA in Nevada (NNSA/NV), including expertise for radioactive waste disposal facilities at the NTS, transportation management for various hazardous and radioactive shipments on and off site, assessment of radioactive waste handling and examination facility readiness for operations, and conduct of independent cost estimate reviews. We manage low-level, transuranic, and high specific activity radioactive waste disposal facilities at NTS, drafts management procedures, participates on waste handling facility review teams, and conducts technical and regulatory compliance reviews of contractor operations. We also manage the Environmental Management Project Control System database for work authorization, planning, budgeting, milestone delineation, cost and progress tracking, cost variance analysis, trend analysis, and project change control management.

4. **Extent of subcontracting (list names and percentage of work performed by major subcontractors):**

Terradigm TN & Associates

Sonalysts

REDACTED
EXEMPTION 6

5. **Contact Point/References:**

Name: [REDACTED]	Name: [REDACTED]
Title: [REDACTED]	Title: [REDACTED]
Division Director	Contracting Officer
Address: 232 Energy Way North Las Vegas, NV 89030-4199	Address: DOE NNSA, Nevada Site Office P.O. Box 98518 Las Vegas, NV 89193-8518
Phone: [REDACTED]	Phone: [REDACTED]
Fax: (702) 295-1810	Fax: (702) 657-7575
E-mail: [REDACTED]	E-mail: [REDACTED]

REDACTED EXEMPTION 6

REDACTED EXEMPTION 6



CONTRACT IDENTIFICATION

1. **Contractor Name:** Navarro Research and Engineering, Inc.

2. **General Contract Information:**

Contract Number: DE-AK09-02RF02048

Contract Type: ☐ Negotiated ☐ Sealed Bid ☐ Fixed Price ☐ Cost Reimbursement
☒ Other (specify) Time and Materials

Period of Performance: 1/1/02 – 12/31/06

Was the contract an on-site support services contract? Yes ☒ No ☐

Name of contracting agency, organization, or customer: DOE Rocky Flats

Total contract dollar value: \$1,333,829

3. **Description of work:**

Navarro provides Rocky Flats with nuclear safety and authorization basis support and expertise to facilitate the Rocky Flats management and oversight of nuclear facility authorization bases in support of the site closure mission. Support includes reviewing and evaluating authorization basis documentation, coordinating technical reviews of hazards analysis documentation, developing safety evaluation reports, and providing technical review of the Emergency Preparedness Hazards Analysis.

Navarro also provides technical expertise to RFPO to ensure that approaches being utilized to manage the site facilities' decommissioning and demolition activities will meet all regulatory requirements, will provide a healthful work environment inside those facilities, and will minimize the release of hazardous materials. The four major areas of industrial hygiene support we provide are:

- Occupational Medicine Program Oversight
- Beryllium Program Management
- Internal Dosimetry
- Neutron Dose Reconstruction
- EEOICPA Program support

4. **Extent of subcontracting (list names and percentage of work performed by major subcontractors):**

5. **Contact Point/References:**

Name: [REDACTED]	Name: [REDACTED]
Title: [REDACTED]	Title: [REDACTED]
Sup. General Engineer	Contracting Specialist
Address: U.S. Department of Energy Rocky Flats Field Office 10808 Highway 93, Unit A Golden, CO 80403-8200	Address: Rocky Flats Field Office 10808 Highway 93, Unit A Golden, CO 80403-8200
Phone: [REDACTED]	Phone: [REDACTED]
Fax: (303) 966-4763	Fax: 303-384-7352
E-mail: [REDACTED]	E-mail: [REDACTED]

**CONTRACT IDENTIFICATION****1. Contractor Name:** Navarro Research and Engineering, Inc.**2. General Contract Information:**Contract Number: DE-AB06-03RL14412Contract Type: ☐ Negotiated ☐ Sealed Bid ☐ Fixed Price ☐ Cost Reimbursement
☒ Other (specify) Time and MaterialsPeriod of Performance: 1/19/01 – 1/18/06Was the contract an on-site support services contract? Yes ☒ No ☐Name of contracting agency, organization, or customer: DOE RichlandTotal contract dollar value: \$2,601,685**3. Description of work:**

Navarro provides a broad range of administrative and technical support services to DOE under this contract, including authorization basis, environmental remediation, CERCLA expertise, public involvement, program integration, project controls, database management and real estate management.

4. Extent of subcontracting (list names and percentage of work performed by major subcontractors):**REDACTED
EXEMPTION 6****5. Contact Point/References:**

Name: [REDACTED]	Name: [REDACTED]
Title: [REDACTED]	Title: [REDACTED]
Contracting Officer	Contract Specialist
Address: U.S. Department of Energy Richland Operations Office P.O. Box 550, A7-80 825 Jadwin Ave, A7-80 Richland, WA 99352	Address: U.S. Department of Energy Richland Operations Office P.O. Box 550, A7-80 825 Jadwin Ave, A7-80 Richland, WA 99352
Phone: [REDACTED]	Phone: [REDACTED]
Fax: (509) 372-2762	Fax: 509-372-2762
E-mail: [REDACTED]	E-mail: [REDACTED]

**REDACTED
EXEMPTION 6****REDACTED
EXEMPTION 6**



CONTRACT IDENTIFICATION

1. **Contractor Name:** Navarro Research and Engineering, Inc.

2. **General Contract Information:**

Contract Number: DE-AC52-03NA99205

Contract Type: ☐ Negotiated ☐ Sealed Bid ☐ Fixed Price ☒ Cost Reimbursement
☐ Other (specify) _____

Period of Performance: 10/1/03-09/30/08

Was the contract an on-site support services contract? Yes ☒ No ☐

Name of contracting agency, organization, or customer: NNSA/Nevada Site Office

Total contract dollar value: \$250,000,000

3. **Description of work:**

As the prime contractor, Navarro manages the ER program at NTS. The size and complexity of this contract provides assurance to NNSA that Navarro can ideally handle the large, comprehensive tasks under this contract. As part of the scope, Navarro manages the Off-Site projects. These projects are small site closure projects that span over 5 different States, including New Mexico, Alaska, Mississippi, Nevada and Colorado. Navarro is also responsible for characterization and remediation services at the NTS, including soils remediation and groundwater modeling and monitoring activities. We run a comprehensive program, including project management, safety, quality assurance plans, and required NEPA documentation consistent with Federal, and State laws and regulations, DOE Orders and procedures. We are one of few small businesses running a PAAA program. Navarro maintains a comprehensive database for the management system to include the entire environmental management scope at NTS, including technical, schedule, and cost baseline development, maintenance, measurement, and reporting.

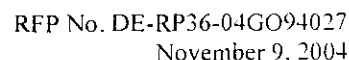
4. **Extent of subcontracting (list names and percentage of work performed by major subcontractors):**

REDACTED
EXEMPTION 6

5. **Contact Point/References:**

Name: [REDACTED]	Name: [REDACTED]
Title: [REDACTED]	Title: [REDACTED]
Industrial Sites Project Manager	Contracting Officer
Address: [REDACTED]	Address: [REDACTED]
DOE NNSA, Nevada Site Office	DOE NNSA, Nevada Site Office
P.O. Box 98518	P.O. Box 98518
Las Vegas, NV 89193-8518	Las Vegas, NV 89193-8518
Phone: [REDACTED]	Phone: [REDACTED]
Fax: (702) 295-1113	Fax: (702) 657-7575
E-mail: [REDACTED]	E-mail: [REDACTED]

REDACTED EXEMPTION 6



1. Contractor Name: Navarro Research and Engineering, Inc.	
2. General Contract Information: Contract Number: <u>00022998</u> Contract Type: <u> Negotiated </u> <u> Sealed Bid </u> <u> Fixed Price </u> <u> Cost Reimbursement </u> <u> X Other (specify) </u> <u> Time and Materials </u> Period of Performance: <u>2/8/04 – 2/7/05</u> Was the contract an on-site support services contract? Yes <u> X </u> No <u> </u> Name of contracting agency, organization, or customer: <u>BWXT Pantex</u> Total contract dollar value: <u>\$704,733</u>	
3. Description of work: Navarro provides a broad range of technical services to BWXT Pantex, including IT Project Management, help desk, IT technical support, project controls, fire protection and environmental engineering support, including NEPA compliance.	
4. Extent of subcontracting (list names and percentage of work performed by major subcontractors):	
5. Contact Point/References:	
Name: [REDACTED]	Name: [REDACTED]
Title: IT Manager	Title: Contracting Officer
Address: BWXT Pantex P.O. Box 30020 Amarillo, TX 79120-0020	Address: BWXT Pantex P.O. Box 30020 Amarillo, TX 79120-0020
Phone: [REDACTED]	Phone: [REDACTED]
Fax: (806) 477-3839	Fax: (806) 477-3839
E-mail: [REDACTED]	E-mail: [REDACTED]